



# ALLEGHENY GENERAL HOSPITAL

Hospital Institutional Master Plan | May 30, 2023



**Allegheny**  
Health Network

**ikm**





# 1

## Introduction

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# [1.1] Background & Objectives

## [1.1.1] Background

Allegheny General Hospital (AGH) is a proud member of the Allegheny Health Network, a non-profit academic medical system. Working as an integrated system within Highmark Health, employees are committed to improving health and promoting wellness in our communities, one person at a time. Inside the hospital's South Tower, AGH's founders etched into a stone wall, "Erected for the benefit of mankind to save life, relieve suffering and conserve health."

### ZONING CODE REFERENCE

905.03.D.4 (b) Mission and Objectives:

The Institutional Master Plan shall include a statement that defines the organizational mission and objectives of the institution and description of how all development contemplated or defined by the institutional Master Plan advances the goals and objectives of the institution.

## [1.1.5] Objectives

The following objectives have been identified for the Institutional Master Plan:

- Transition to a fully private patient room facility.
- Optimize service line locations across campus.
- Modernize procedural and clinical spaces consistent with new standards.
- Continue to engage and partner with the community.





[1.3] Planning Context

[1.3.2] Previous IMPs

2017 Institutional Master Plan

In 2017, AGH submitted an Institutional Master Plan prepared by IKM Incorporated to the City of Pittsburgh. The plan was approved by the City on February 1, 2018. The 2017 IMP included the new Cancer Institute on E North Avenue, a docking station at Hemlock Street for medical mobile equipment, and a 1,500 sf storage structure between the Hemlock Building and Snyder Pavilion. The Academic Cancer Center, MRI/CT Dock, and storage structure were all completed prior to the submission of this current Institutional Master Plan.

[1.3.3] Other Planning Efforts

Planning initiatives adjacent to, and in the vicinity of the AGH campus include:

Allegheny Commons Master Plan

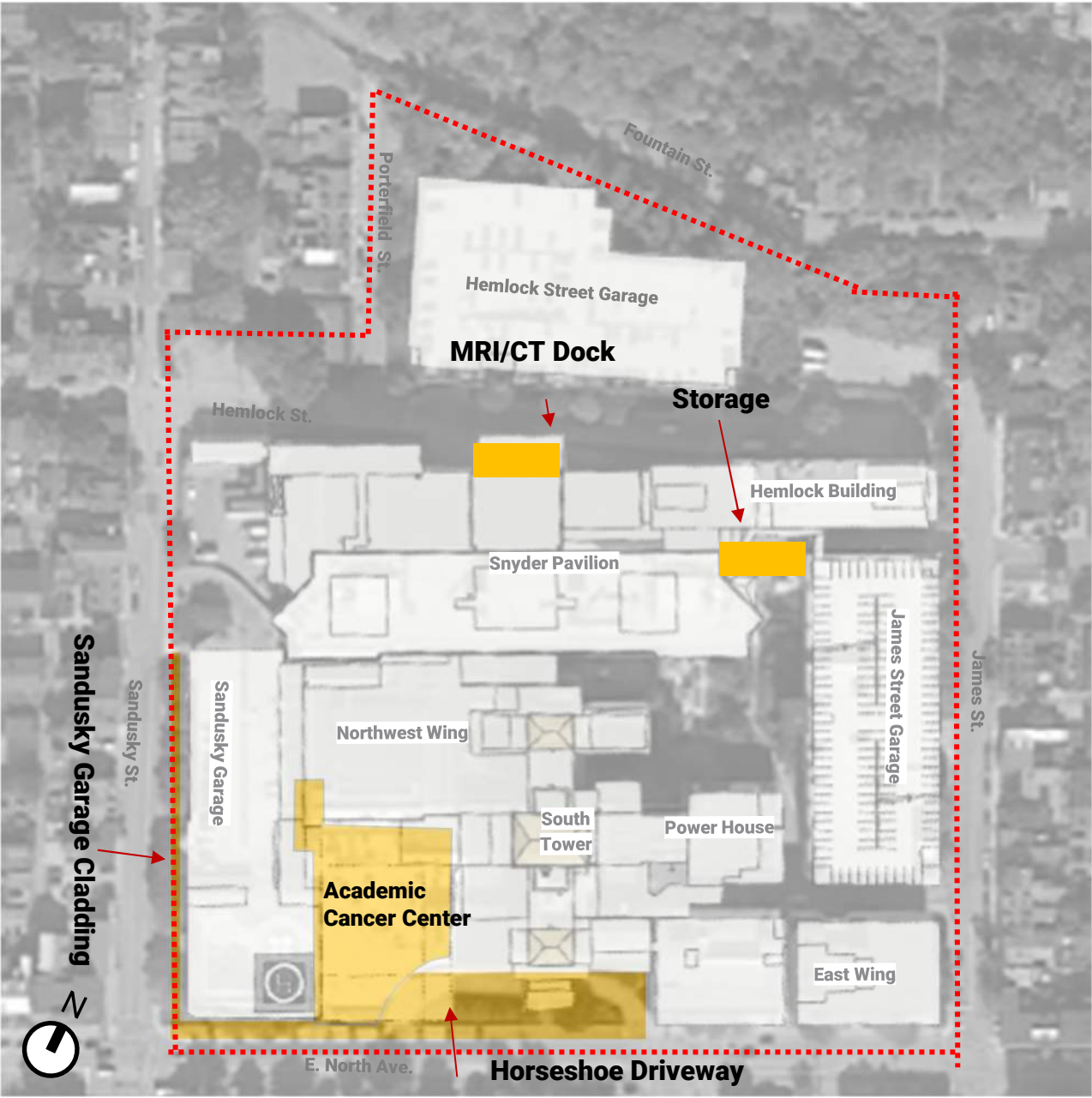
The 2018 Allegheny Commons Master Plan, developed by the Pittsburgh Parks Conservancy, continues the goals of the benchmark 2002 Master Plan to increase the historic park’s value to the community. Allegheny Commons Park, listed on the National Register of Historic Places since 2013, is a significant neighborhood amenity. Highmark Health, representing Allegheny General Hospital, has made financial contributions to promote the rehabilitation and improvement of this important landmark, including the restoration of the iconic fountain along E North Avenue.

One Northside Community Plan

One Northside is a resident-driven initiative that catalyzes and supports long-term sustainable change by coordinating the efforts of eighteen neighborhoods. Formed in 2014, One Northside worked with thousands of residents to develop a framework divided into five key focus areas (or “pillars”), education, employment, health, place, and safety. The Community Plan, published in 2015, focuses on four key areas: education, human services, youth development, and economic and community development. As the Northside’s largest employer and the regions’ pre-eminent health care facility, AGH plays a role in all five of the key pillars identified.

Manchester-Chateau Neighborhood Plan

The Manchester-Chateau Neighborhood makes up the westernmost edge of the Northside area. It has a rich history that dates back to the era of manufacturing magnates such as Andrew Carnegie. Despite economic downturn in the 1970s and 1980s, the neighborhood is poised for a comeback. In order to ensure that this resurgence is equitable and sustainable, the community and the Department of City Planning engaged in a planning process in 2017-2018 that produced a 10-year Neighborhood Plan for development. A thriving Manchester-Chateau and a strong and sustainable AGH are mutually beneficial.



- Improvements Since Previous IMP (2017)
- EMI Boundary





# 2

## Existing Conditions

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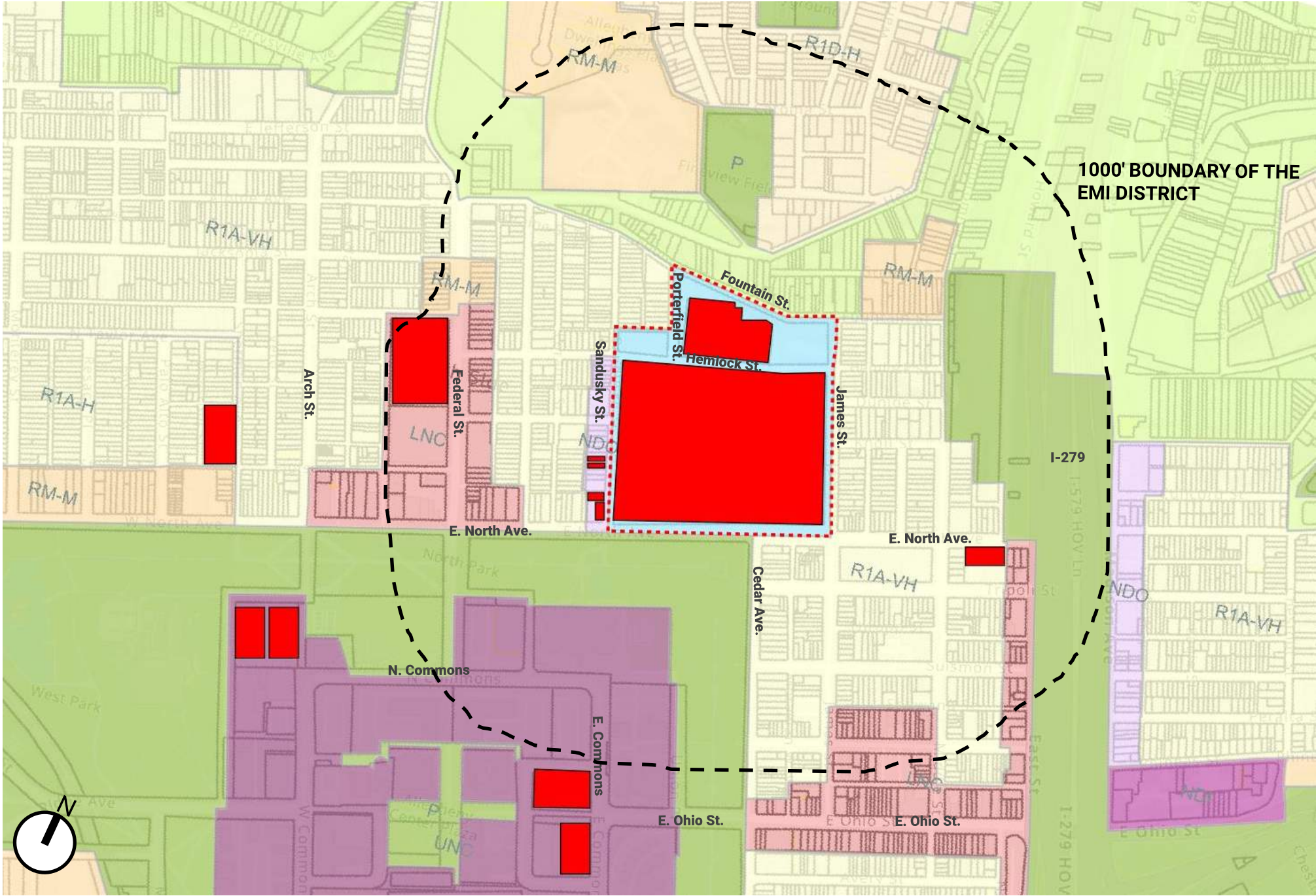


[2.2] Existing Property and Uses

ZONING CODE REFERENCE  
905.03.D.4 (c) Existing Property and Uses

The IMP shall include a description of land, buildings, and other structures owned or occupied by the institution as of the date of submission of the IMP. The following information shall be required: (1) Illustrative site plans showing the footprints of each building and structure, together with roads, sidewalks, parking, landscape features and other significant site improvements; (2) Land and building uses; (3) Gross floor area in square feet; (4) Building height in stories and feet; and (5) A description of off-street parking and loading areas and facilities, including a statement of the approximate number of parking spaces in each area or facility.

Allegheny General Hospital is located within an Educational/Medical Institution (EMI) zone. It is bordered by residential zones to the south-east, east, north, and north-west. The western border of the EMI zone is primarily made up of a Neighborhood Office (NDO) zone. A park zone borders the south-west corner of the EMI zone.



Zoning Legend:

- |                                 |                                  |
|---------------------------------|----------------------------------|
| Downtown Riverfront             | Single-Unit Attached Residential |
| Planned Unit Development        | Single-Unit Detached Residential |
| Educational/Medical Institution | Multi-Unit Residential           |
| Neighborhood Office             | AGH Buildings                    |
| Parks                           | EMI boundary                     |
| Hillside                        |                                  |
| Neighborhood Industrial         |                                  |
| Urban Industrial                |                                  |
| Local Neighborhood Commercial   |                                  |
| Urban Neighborhood Commercial   |                                  |

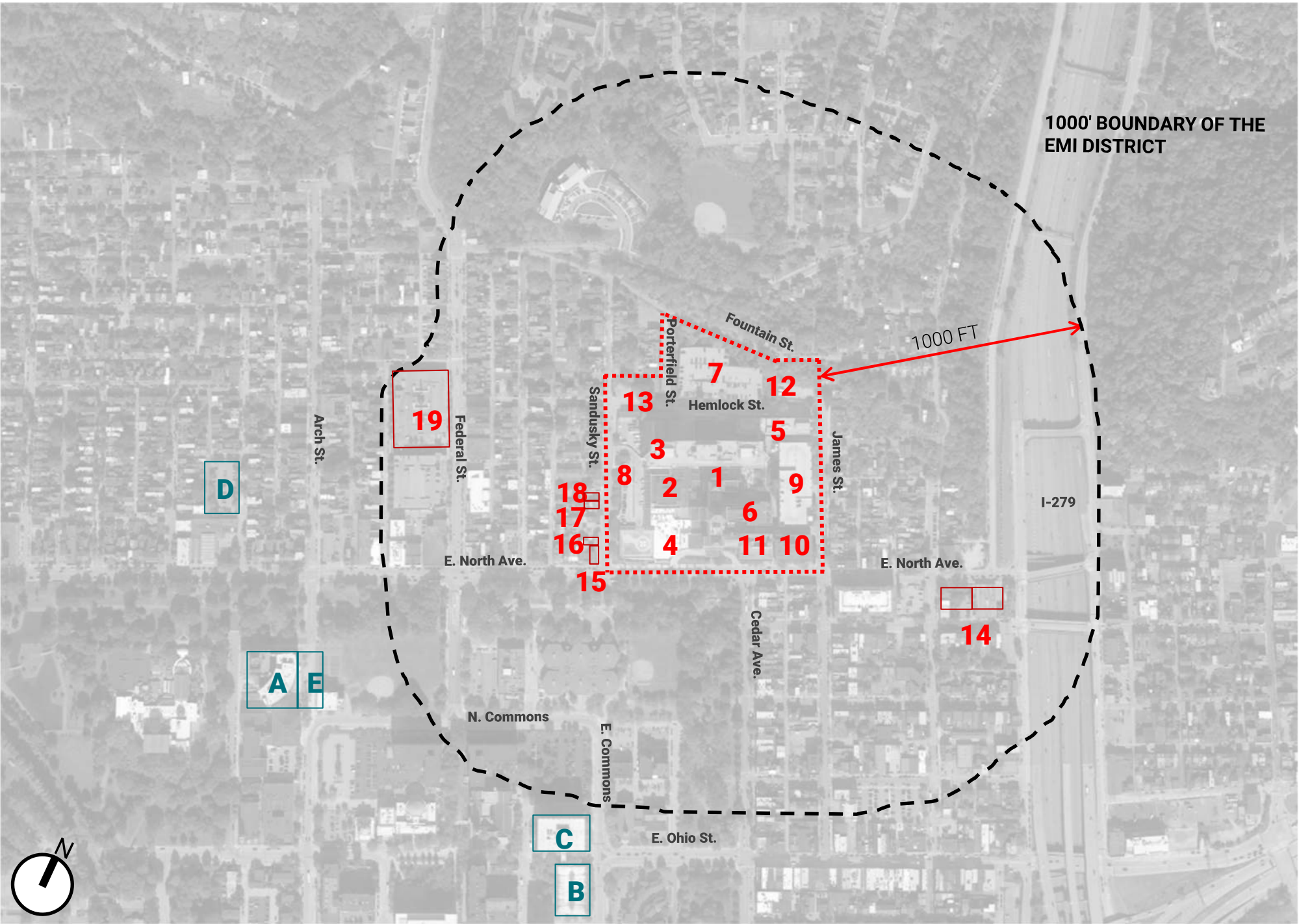
Source: Pittsburgh Zoning GIS

2 Existing Conditions



[2.2] Existing Property and Uses

[2.2.2] Site Plan



The existing EMI district is bounded by E North Street to the south, Sandusky Street to the west, an irregular alignment of Hemlock Street from Sandusky to Porterfield Street to Fountain Street to James Street to the north, and James Street to the east. The planning area for the Institutional Master Plan includes the EMI district described and the properties owned by AGH within one thousand (1,000) feet of the EMI District.

The area within the red dashed profile is the area being considered for this Institution Master Plan. AGH is not seeking to modify the EMI district boundary as part of this IMP effort.

Legend:

- EMI Boundary
- 1000' of EMI Boundary
- AGH Property within 1000' of EMI District
- AHN Property Outside IMP Study Area

	Property/ Parcel Name within 1000' of EMI
	Allegheny General Hospital
1	South Tower
2	Northwest Wing
3	Snyder Pavilion
4	Academic Cancer Center
5	Hemlock Building
6	Power House
7	Hemlock St. Garage
8	Sandusky Garage
9	James St. Garage
10	Allegheny Professional Building
11	East Wing Office Building
12	1403 James St
13	200 Hemlock St
14	AGH Child Care Center
15	Aeberli Building
16	1219 Sandusky St
17	1217 Sandusky St
18	1205 Sandusky St
19	Federal North Building

2 Existing Conditions



[2.2] Existing Property and Uses: Site Plan and Building Uses

[2.2.2] EMI Existing Building Images

This page identifies buildings located within The EMI District, providing images of the existing buildings that make up the Allegheny General Hospital.



East Wing  
11



Allegheny Professional Building  
10



James Street Garage  
9



Hemlock Building  
5



South Tower  
1



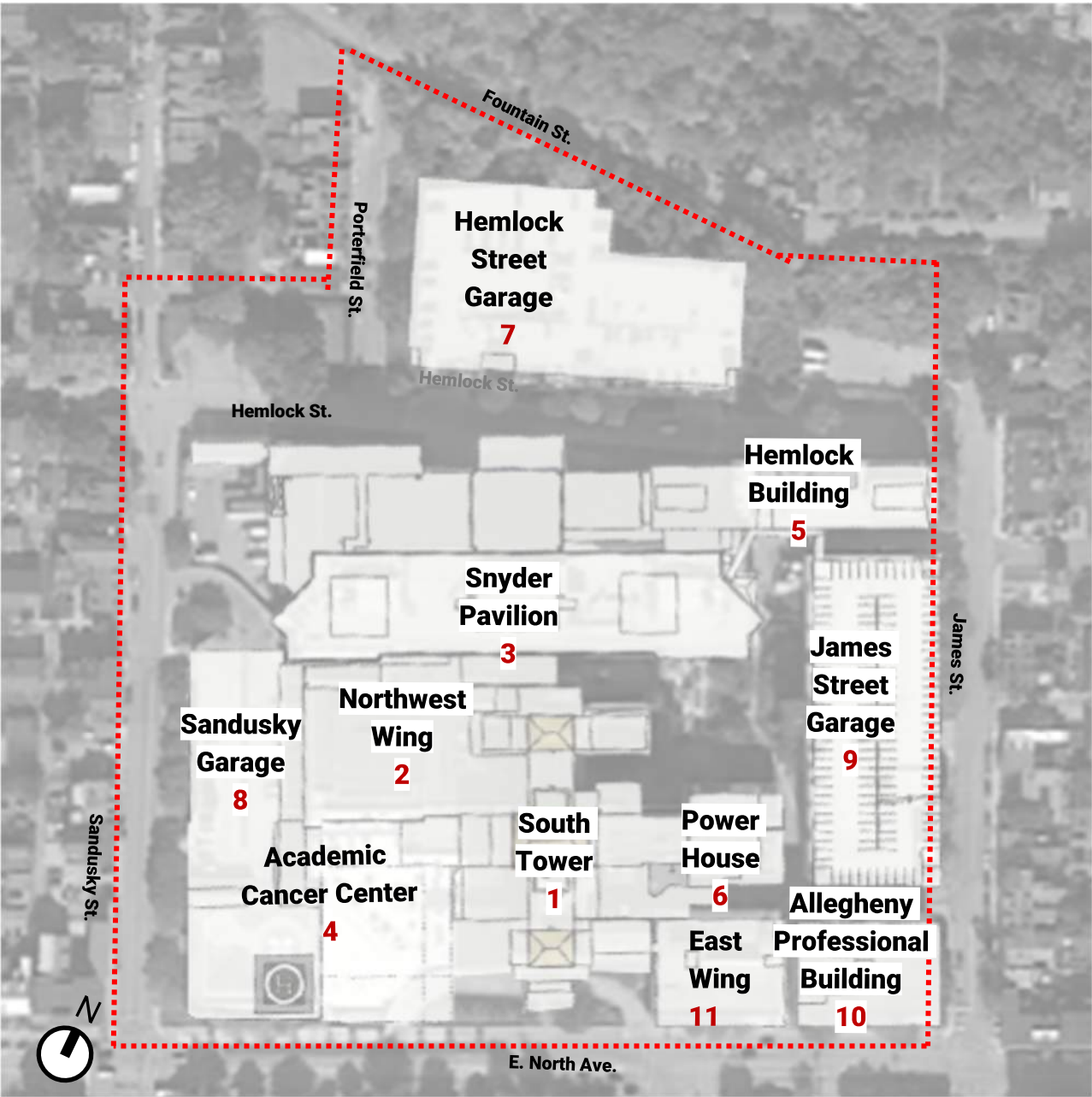
Hemlock Street Garage  
7



Snyder Pavilion  
3



Sandusky Garage  
8



EMI Boundary



Academic Cancer Center  
4





# 3

## Needs of the Institution

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## [3.1] Expectations for Growth or Change

### [3.1.1] Existing AGH Institution

AGH currently has 524 licensed beds, approximately 800 physicians, 100 medical students and 4,000 staff members. The hospital is committed to improving and maintaining the good health of people in our communities and utilizing every possible technology, resources, and talent.

**Each year, AGH accommodates approximately:**

- Admits 24,000 patients
- Records 300,000 outpatient visits
- Handles more than 55,000 emergency department registrations
- Performs more than 23,000 surgical procedures

### [3.2.1] AGH Future Volumes and Needs

AGH is planning to see growth over the next 10 years in the cardiac, neuro, surgery, and medicine service lines. AGH plans to consolidate service lines that are spread out across the campus and replace antiquated buildings that no longer meet the needs of the institution. This will be combined with a shift from the two-patient rooms that currently predominate the hospital, to single patient rooms. As AHN continues to develop its community-based facilities, lower acuity outpatient visits to the AGH campus are expected to decrease. Acuity will increase for those that remain on campus. Visitor traffic is projected to decrease, but those coming are staying longer. Cancer Care moves 8,856 encounters to regions. It will grow by a minimum of 2,165 back to AGH by year 5. In the next 3 years AGH projects a personnel increase of about 55 employees. This includes but is not limited to, doubling its infusion staff and coaches. By the 10 year mark, there is only a slight growth projection of 2%.

### Priorities

There are several priorities when implementing the IMP:

- Transition to a private patient room facility.
- Optimize service line locations across the campus to improve wayfinding, patient experience and team-based care.
- Accommodate space challenges associated with increased space needs to meet patient care needs associated with equipment and teams.
- Continue to engage and partner with the community.



## 3 Needs of the Institution





# 4

## Long Term Vision & Growth



# [4.1] Ten and Twenty-Five Year Development Envelopes

**ZONING CODE REFERENCE**  
905.03.D.4 (f) Twenty-five Year Development Sites

The IMP shall include written and graphic materials identifying future development sites in addition to those noted in the Ten-Year Development Envelope. This information shall include, at a minimum, the size and location of each parcel which may be developed within a twenty-five year period.

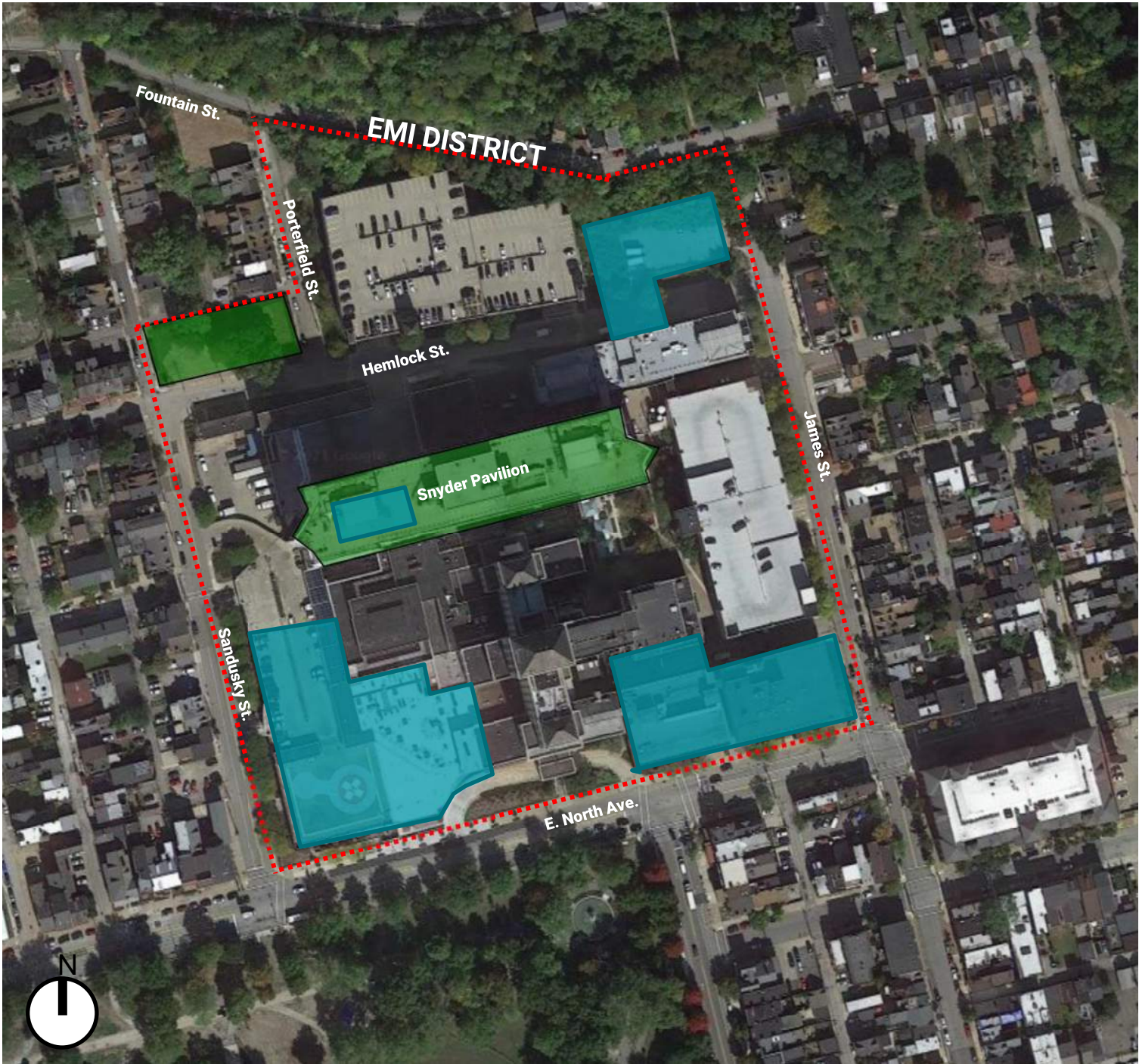
AGH is committed to two initiatives: remaining within its currently defined EMI district, and limiting building heights to be no higher than Snyder Pavilion. The opportunities for expansion beyond the existing campus building envelope that maintain this commitment are limited. The need for further expansion beyond the 10-year development proposals could be driven by an increase in patient volume, added service lines, new code requirements increasing the space required for certain program elements, among other things.

The 10-year development sites represent AGH’s intention to consolidate service lines and provide upgraded facilities that implement modern healthcare technologies and care delivery models.

The Porterfield and Hemlock site has been identified as a potential development site within the next 25 years. Current City of Pittsburgh zoning code restricts the height and size of this structure based on the adjacent residential zone.

The Snyder Pavilion has been identified as a potential expansion site within the next 25 years. Potential expansion may include increased floor area and vertical expansion, increased height is not proposed.

The 25-year development envelope is roughly 24,000 square feet and represents the maximum allowable building envelopes.



- 10 Year Plan Sites
- 25 Year Plan Sites

## 4 Long-Term Vision & Growth





5

Ten Year Development

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[5.1] Proposed Development

**ZONING CODE REFERENCE**  
905.03.D.4 (e) Ten-Year Development Envelope:

The Institutional Master Plan shall include a description of the envelope within which development will occur in a ten-year time frame. The development envelope is the maximum amount of development proposed by an institution, which can be supported through impact studies. The intent of this provision is to provide the institution with flexibility regarding the future development potential of its campus, while addressing the potential impacts of that development on the surrounding neighborhoods.

The development envelope shall include the following;

1. Location of each potential development site;
2. Maximum Floor Area of structures for each potential development site;
3. Total Maximum Floor Area for Institutional Master Plan structures;
4. Height of possible structures;
5. Required setbacks on each parcel;
6. Other factors which may affect the size and form of buildings; and
7. Total number and location of parking spaces which will occur within a ten-year period.

**Legend**

- Temporary Helipad Relocation
- Sandusky Tower
- James E North Tower
- Hemlock Tower

The ten-year development envelopes as shown by the colored masses in the images below designate the maximum allowable envelope permissible by the Pittsburgh Zoning Code. The envelope identifies areas for potential growth. Actual layout within the envelope will be defined as the specific projects are advanced. The heights of these envelopes demonstrate AGH’s commitment to building no higher than Snyder Pavilion. The Hemlock Tower, James E North

Tower, and Sandusky Tower developments will all be medical in nature. Should AHN decide to pursue a building project within any one of these envelopes, that building will be subject to further review by the City of Pittsburgh and the North Side community. Structures included in the ten-year development envelope will be subject to applicable City of Pittsburgh Residential Compatibility Standards.



5 10 Year Development



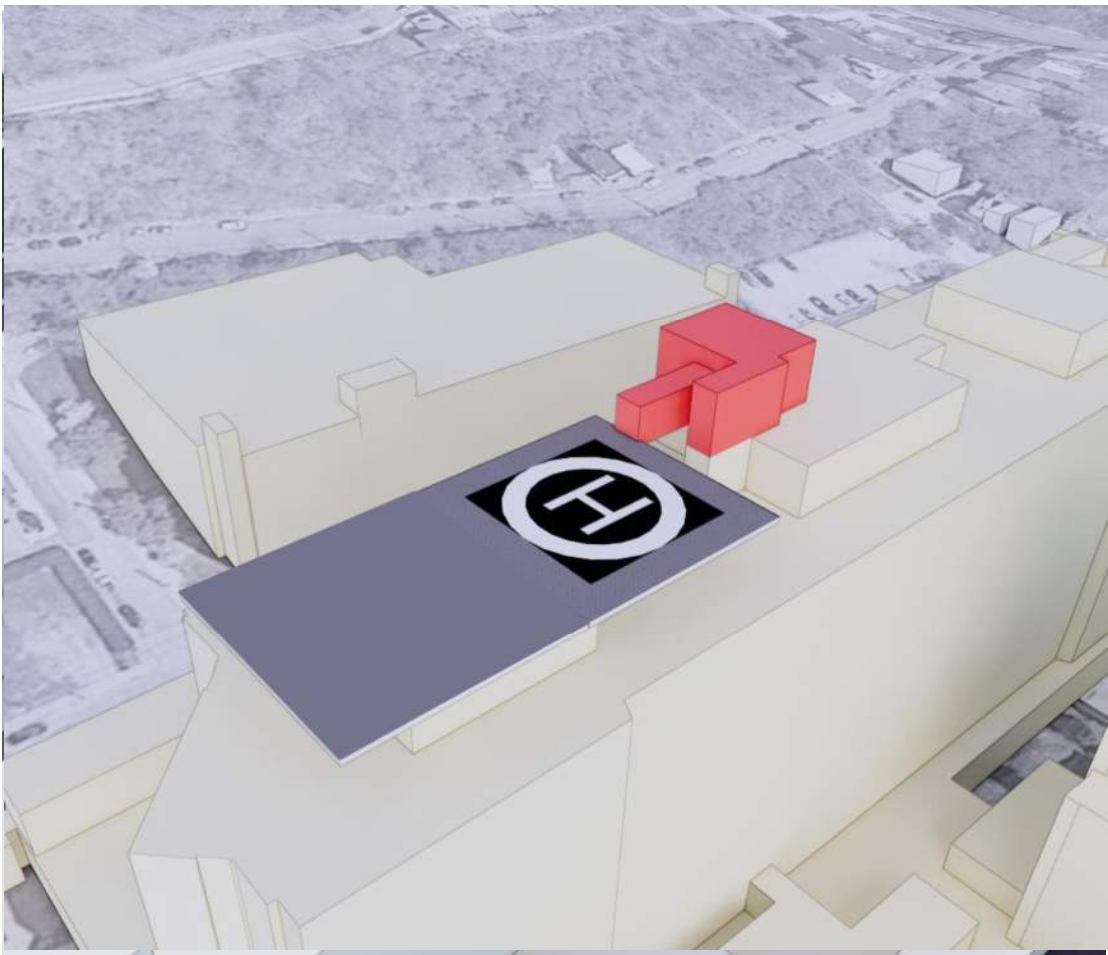
[5.1] Proposed Development

[5.1.1] Temporary Helipad Relocation

Site Location	Snyder Pavilion roof
Use	Hospital
Maximum GSF	1,400 gross square feet
# of Stories	1 additional story above existing Snyder Pavilion
Setbacks	N/A
Maximum Height	35 feet above existing Penthouse Roof
Stepback	N/A



Helipad



5 10 Year Development





[5.1] Proposed Development

[5.1.2] Sandusky Tower

Site Location	Corner of Sandusky St and E North Ave
Use	Hospital
Maximum GSF	290,000 gross square feet
# of Stories	12 total stories above grade, existing building is 2 stories above and 2 stories below grade
Setbacks	Sandusky St: 15 feet from property line E North Ave: Existing setback to be maintained. Approximately 25 feet
Maximum Height	200 feet as measured from the average finished grade along the primary façade on E North Ave.
Stepback	Sandusky St: 0 feet E North Ave: 0 feet required per adjacent Parks District (P) Stepbacks will be considered prior to building design to control overall site density and scale.



 Sandusky Tower  
 Property Line



5 10 Year Development



[5.1] Proposed Development

[5.1.3] James E North Ave Tower

Site Location	Corner of E North Ave and James St
Use	Hospital
Maximum GSF	288,000 gross square feet
# of Stories	9 stories above grade, 2 stories Below grade
Setbacks	E North Ave: 0 feet James St: Existing setback to be maintained. Approximately 18 feet.
Maximum Height	130 feet as measured from average finished grade along the primary façade on E North Ave.
Stepback	E North Ave: 10 foot stepback above 3 stories James St: 25 foot stepback above 3 stories



James E North Tower  
Property Line



5 10 Year Development





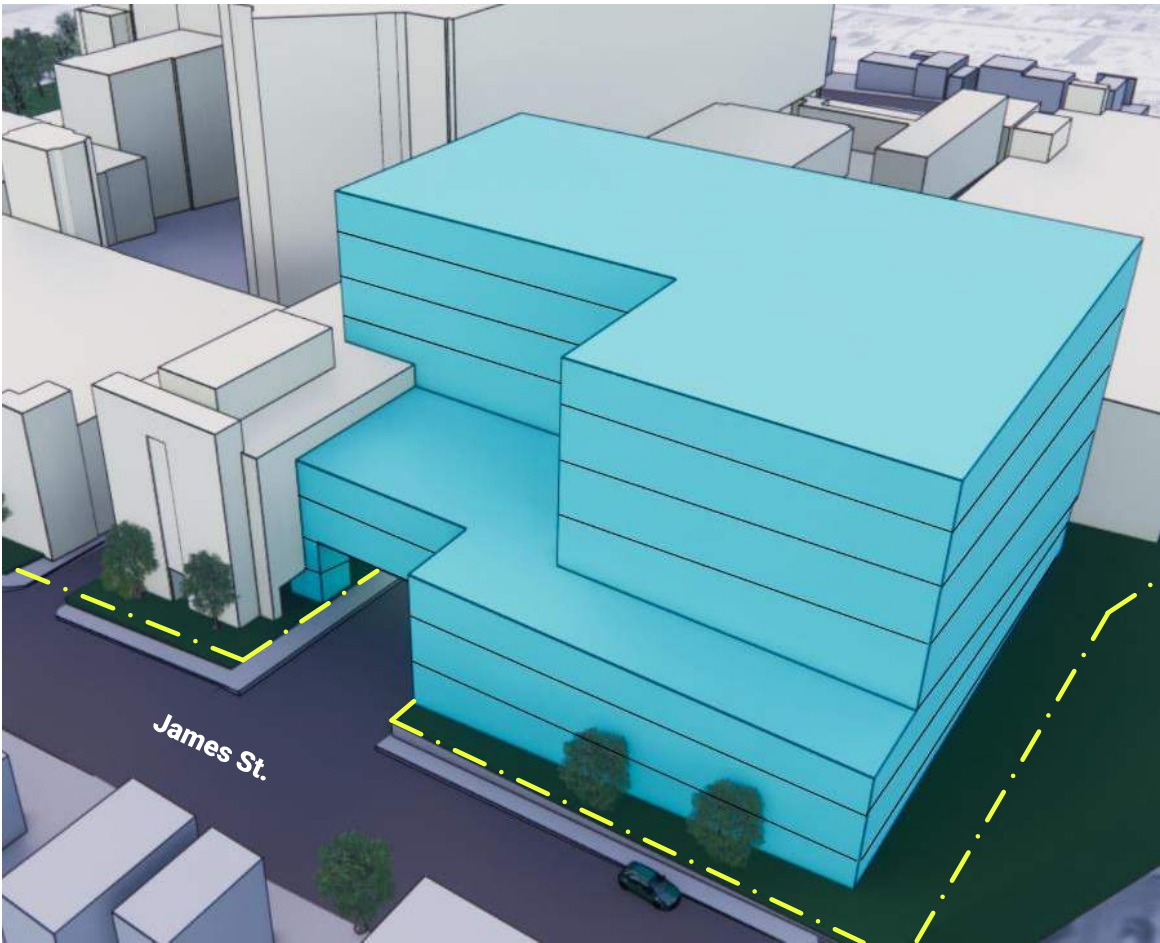
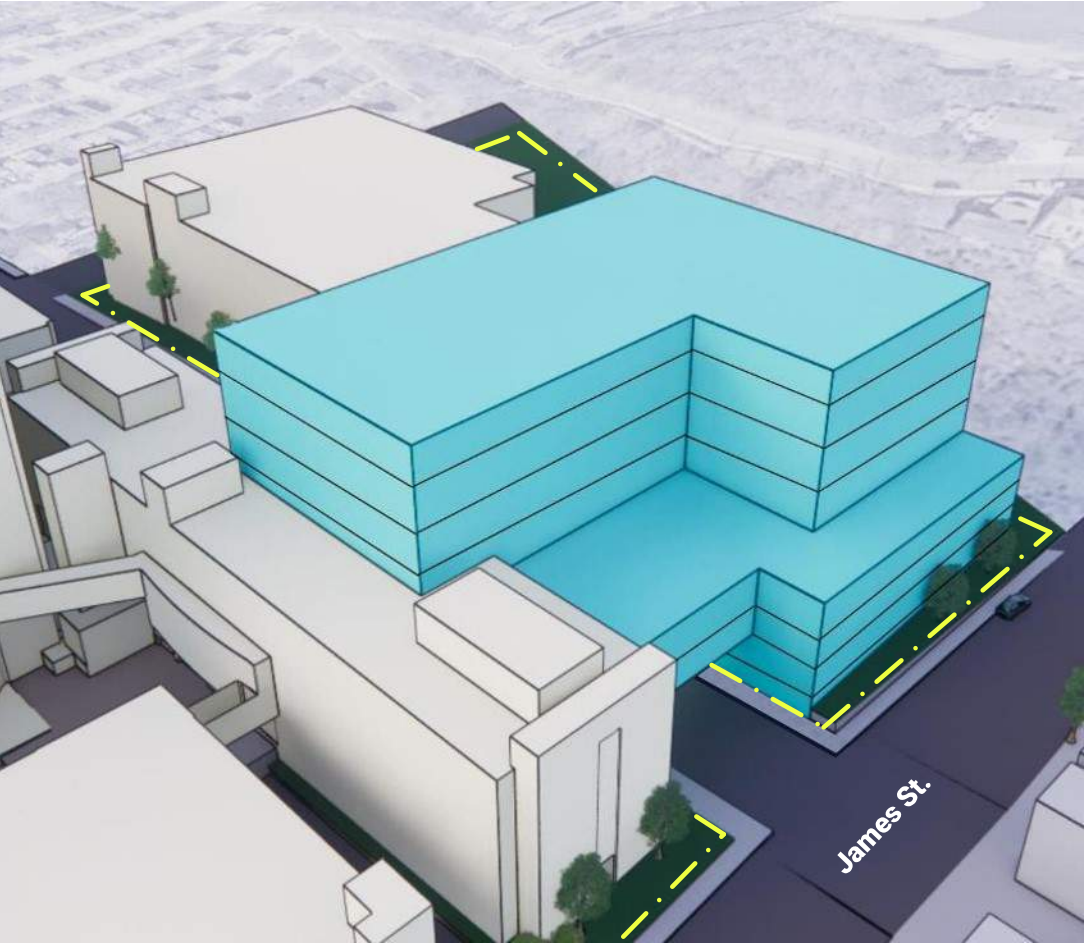
[5.1] Proposed Development

[5.1.4] Hemlock Tower

Site Location	Corner of Hemlock St and James St
Use	Hospital
Maximum GSF	256,000 gross square feet
# of Stories	8 stories above grade, 1 story partially below grade
Setbacks	15 feet from property line at James St. 0 feet from Hemlock St.
Maximum Height	135 feet as measured from average finished grade along the primary façade on Hemlock St.
Stepback	James St: 25 foot stepback above 4 stories. Hemlock St: Step back as shown above 4 stories (excluding sky bridge).



 Hemlock Tower  
 Property Line

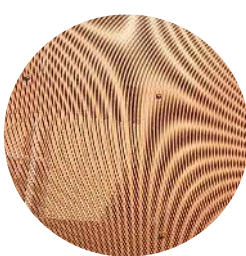


5 10 Year Development



[5.3] Urban Design Guidelines

[5.3.2] Campus Materials, Colors & Design Elements



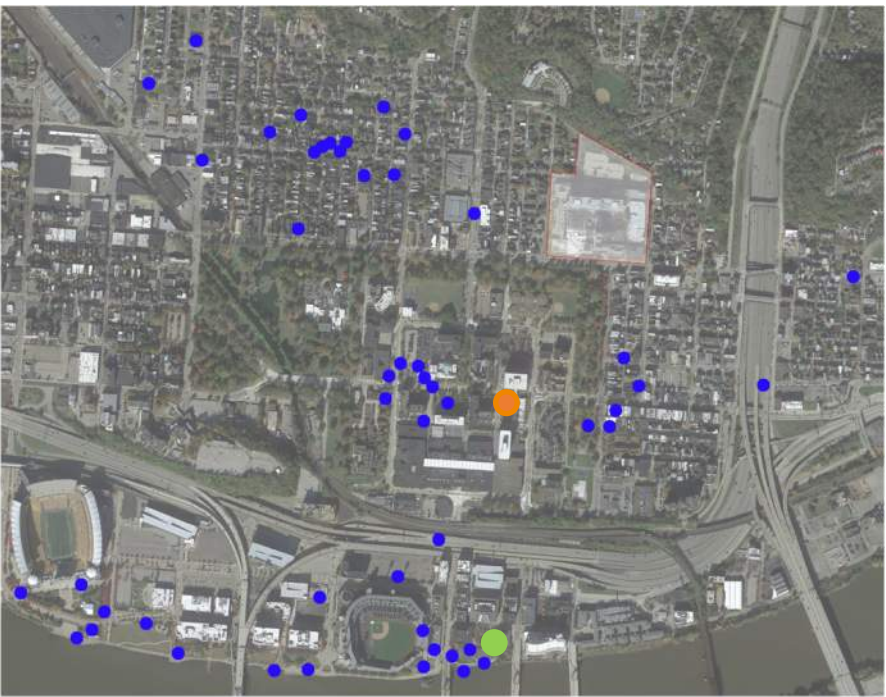
Neighborhood Landmarks



Allegheny Commons Park



Allegheny Center Alliance Church



- Pittsburgh Variations
- Discobulus Sculpture
- Public Art or Mural
- EMI boundary



Four Allegheny Center, Discobulus by Marina Warren Nash, 1994.

5 10 Year Development



[5.3] Urban Design Guidelines

[5.3.3] Neighborhood Materials, Colors & Design Elements

A variety of materials can be found in the North Side neighborhood, from stone and brick to glass and metal panel. The neighborhood buildings are products of their time and function: richly detailed stone and masonry facades in the historic Deutschtown, metal panel and glass at Allegheny Center / Nova Place.

Similarly, a variety of building scales are present in the North Side. The majority of buildings are four stories or less, with some taller office and residential buildings interspersed. The tallest buildings are concentrated in and around Allegheny Center, in and around the Commons ring road.

Allegheny Center Alliance Church



Allegheny Center



E. Ohio St.



W North Ave.



MLK Elementary School



Allegheny Carnegie Library







# 6

## Mobility Plan

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**TABLE 1**  
**CURRENT AND FUTURE PARKING CAPACITY**  
**Allegheny General Hospital IMP**  
**Pittsburgh, Pennsylvania**

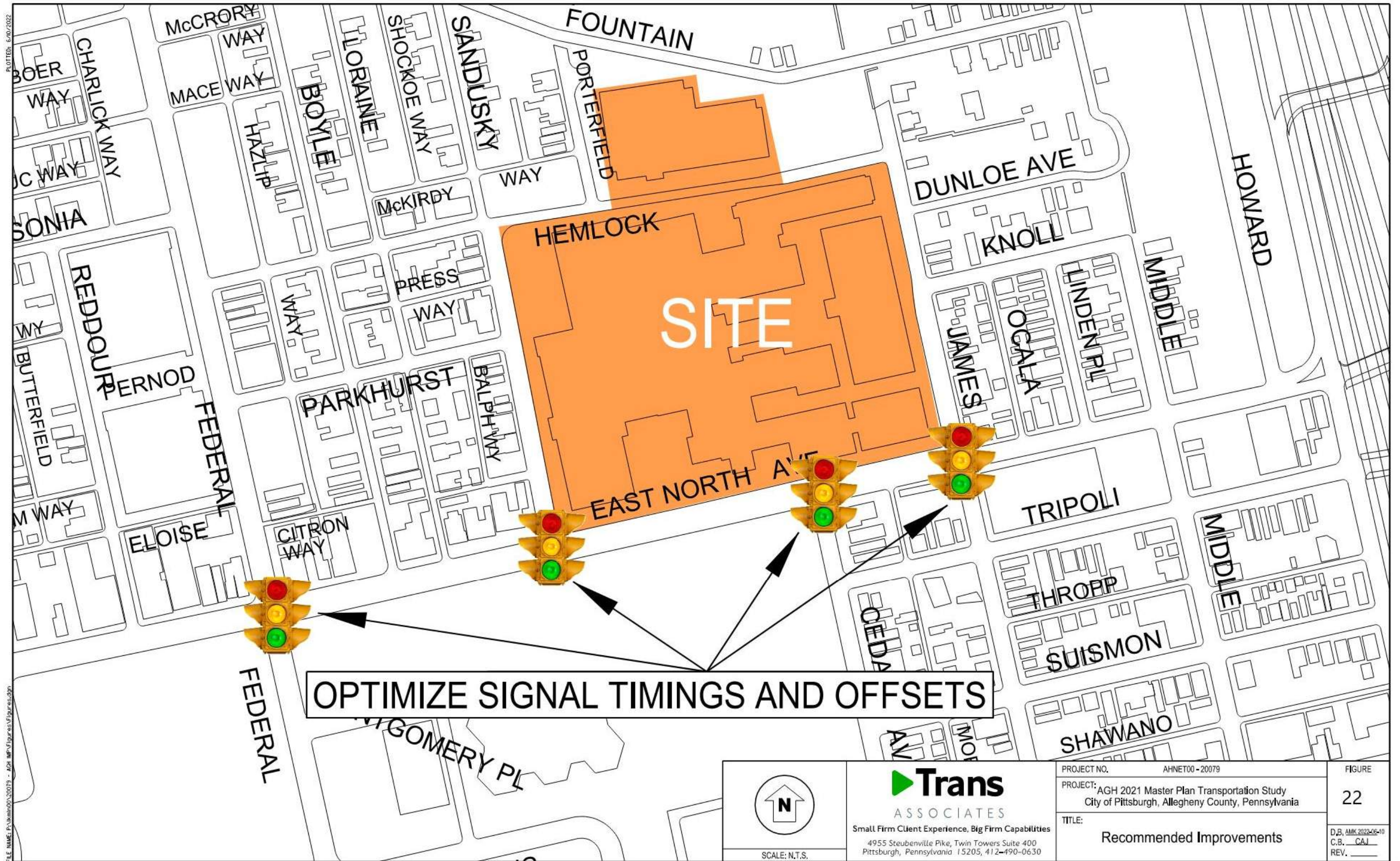
Current and Future Parking Capacity		
Parking Location	Number of Parking Spaces	
	2022	Projected 2032
On-Site	2,170	2,145
Off-Site	1,160	1,160
<b>Total</b>	<b>3,330</b>	<b>3,305</b>

Source: Summary by Trans Associates.









# 6 Mobility Plan

(See Trans Associates AGH IMP report for full Transportation and Parking Management Plan)

Allegheny General Hospital  
Institutional Master Plan  
project no. 20-016  
May 30, 2023





Table 2  
EXISTING TRANSPORTATION MODE SPLIT FOR AGH EMPLOYEES - SURVEY RESULTS  
Allegheny General Hospital IMP  
City of Pittsburgh, Allegheny County, Pennsylvania

Tranportation Mode Split of the Staff Members <sup>(1)</sup>	
Transportation Mode	Mode Split
Drive Themselves	90.4%
Driven by Others	2.4%
Bus or Light Rail	2.9%
Walk	1.4%
Bike	0.5%
Other	2.4%

(1) Data collected from electronic survey during April and May 2022

Source: Analysis by Trans Associates.



## Potential TDM Initiatives for AGH

Potential general initiatives include:

- Develop a Mobility Vision Statement or set of mobility goals that are supportive of the organization's mission.
- Evaluate providing or increasing the number of electric vehicle (EV) charging stations (cost and feasibility) to encourage the use of lower energy options for commuting.
- Explore marketing and other opportunities with Pittsburgh Regional Transit.



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# 6 Mobility Plan

(See Trans Associates AGH IMP report for full Transportation and Parking Management Plan)

Allegheny General Hospital  
Institutional Master Plan  
project no. 20-016  
May 30, 2023





### Potential Employee TDM Initiatives

- Place TDM information on the AGH website.
- Request installation of an additional POGO bike station nearby.
- Reassess the cost of parking passes/leases to discourage automobile usage.
- Continue to provide remote parking with shuttle service.
- Provide an informational kiosk in the building lobby, which would provide real time information on public transit and locations of available POGO Bikes.
- Offer free bus passes.
- Identify opportunities to sell Pittsburgh Regional Transit ConnectCards on campus.
- Learn about Pittsburgh Regional Transit products and offerings related to employee programs.
- Explore potential first mile/last mile strategies for those using public transportation.
- Offer a Guaranteed Ride Home program for transit users.
- Provide easily accessible Uber/Lyft pick-up/drop-off locations.
- Provide priority parking for carpools and vanpools.
- Provide website option, bulletin board, and/or marketing for employees to connect with each other for ride sharing opportunities. Cross promote with physical literature distributed in key areas and during appropriate events.
- Establish wayfinding strategies to direct pedestrians to bus stops, bike racks, and bike repair stations.
- Hold annual transportation fairs to encourage alternative modes of commuting.
- At new employee orientation, the TDM Coordinator will present TDM options and information.

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## 6 Mobility Plan

(See Trans Associates AGH IMP report for full Transportation and Parking Management Plan)

Allegheny General Hospital  
Institutional Master Plan  
project no. 20-016  
May 30, 2023





### Potential Patient/Visitor TDM Initiatives

- Provide a link on the AGH website to Pittsburgh Regional Transit to promote the use of public transit for patients/visitors.
- Install outdoor public bike racks.
- Install outdoor public bicycle repair station(s).
- Place TDM information on the institution's website.
- Request installation of an additional POGO bike station nearby.
- Continue the use of valet parking.
- Reassess parking cost to discourage automobile usage.
- Provide an informational kiosk in the building lobby, which would provide real time information on public transit and locations of available POGO Bikes.
- Explore potential first mile/last mile strategies for those using public transportation.
- Provide easily accessible Uber/Lyft pick-up/drop-off locations.
- Offer coordinated Uber service to bring local patients from home to the hospital (direct door-to-door contract).
- Establish wayfinding strategies to direct pedestrians to bus stops, bike racks, and bike repair stations.



### Additional Campus-Area Improvements

AGH plans to make improvements to East North Avenue which will create a safer and more aesthetically pleasing passageway to encourage employees and visitors to use public transit, walk, and/or ride bicycles to the campus.

- Lighting
- Crosswalk Safety Features
- Sidewalk Enhancement
- Addition of Bus Shelters
- Real Time Arrival/Departure Information for Shuttles
- Accessibility
- The Promotion of Streetscape Safety



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## 6 Mobility Plan

*(See Trans Associates AGH IMP report for full Transportation and Parking Management Plan)*

**Allegheny General Hospital**  
**Institutional Master Plan**  
project no. 20-016  
May 30, 2023







# 7

## Infrastructure Plan

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# [7.1] Environmental and Sustainability Goals

## [7.1.1] Environmental Initiatives

### Goal Alignment

Category	City of Pittsburgh Goal	Allegheny General Hospital Goal	Goal Status	Goal Source
Emissions	100% reduction below baseline levels by 2040	100% reduction below baseline levels in new buildings by 2040	Currently performing 26% better than baseline	2030 District Goals
Energy	50% EUI reduction below benchmark by 2030	50% EUI reduction below custom baseline by 2030	Currently performing 5% better than custom baseline	2030 District Goals
Renewable Energy	100% energy use met by off-site RECs or renewable energy purchase by 2030	0% energy use met by off-site RECs of renewable energy purchase by 2030	Investigating off-site REC options	City of Pittsburgh
Water Consumption	50% reduction below baseline by 2030	50% reduction below baseline by 2030	Currently performing 52% better than baseline	2030 District Goals
Stormwater Management	Manage 50% of stormwater runoff through Green Infrastructure	All new landscaping to be native species requiring no irrigation.	21% pervious site coverage	PWSA Green First Plan
Waste Management	Zero Waste	20% reduction	Tracking 7 waste streams	PCAP v3

For a health care system to practice resiliency in the future, the first step is to fully understand the stresses and shocks that can happen to the system, the community and surrounding region. The OnePGH Resilience plan identifies a series of chronic stresses and acute shocks that require planning in order to mitigate their effects on the community.





Total Canopy Area in 10 Years: 2.76 Acres

Proposed Additional Canopy Area: 0.35 Acres

Total IMP Environmental Study Area: 15.93 Acres

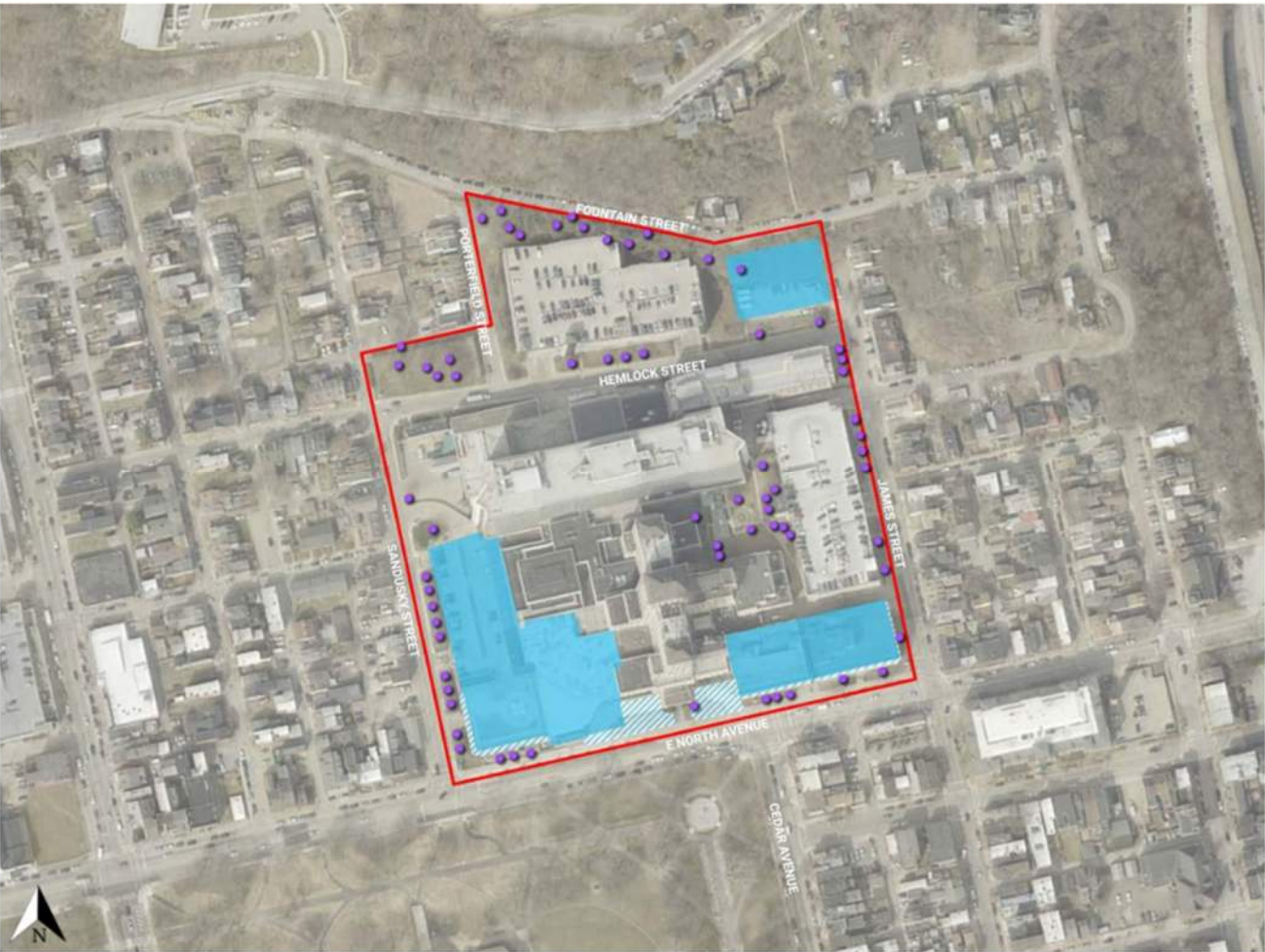
Tree Canopy Coverage in 10 Years: 17.33%

Proposed Canopy Coverage: 19.52%

It is recommended that invasive species should be removed from the IMP and should be replaced with native species.

EXISTING TREE CANOPY - POTENTIAL TREE CANOPY

- IMP Environmental Study Area
- Adjusted Tree Canopy
- Projected 10-Year Canopy
- Conceptual Tree Placement
- Pervious Surfaces
- Impervious Surfaces
- 10-Year Development Sites
- 10-Year Landscape Development Areas

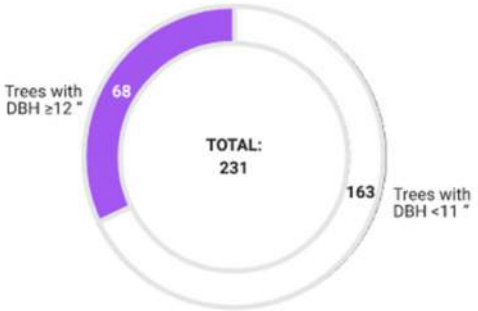


Trees of Significance

A tree of significance as defined by the City of Pittsburgh is a tree that exceeds or is equal to 12 inches Diameter at Breast Height (DBH). DBH is measured to be approximately 4 feet above ground elevation. City of Pittsburgh Zoning requires that all trees 12 inches and above that are removed from a property are replaced inch-for-inch on site. There is one significant tree within the 10-Year Development Sites that would need to be replaced.

DEVELOPMENT SITES OVERLAY - TREES OF SIGNIFICANCE

- IMP Environmental Study Area
- Tree with DBH ≥ 12 Inches
- 10-Year Development Sites
- 10-Year Landscape Development Areas







**Place-Making**

It is important to create a sense of intimacy, healing, safety, and wellbeing throughout AGH’s campus. Encouraging the use of greenspaces, gathering areas, and pedestrian connection creates a positive healing environment for patients, staff, and visitors. Landmarks and streetscape improvements causes people to observe and interact with spaces passively and actively which enables stimulation and wellbeing. Each of these improvements are potential place-making ideas and can be created by incorporating art, comfortable and diverse furnishings, plant material, or shaded refuge.

**POTENTIAL PUBLIC AREA IMPROVEMENT SITES**

- IMP Environmental Study Area
- Existing Tree Canopy
- Projected 10-Year Canopy
- Pervious Surfaces
- Impervious Surfaces

Greenway/ Greenspace	Outdoor Seating/ Gathering	Placemaking/ Landmark
Streetscape Improvements	Pedestrian Connection	

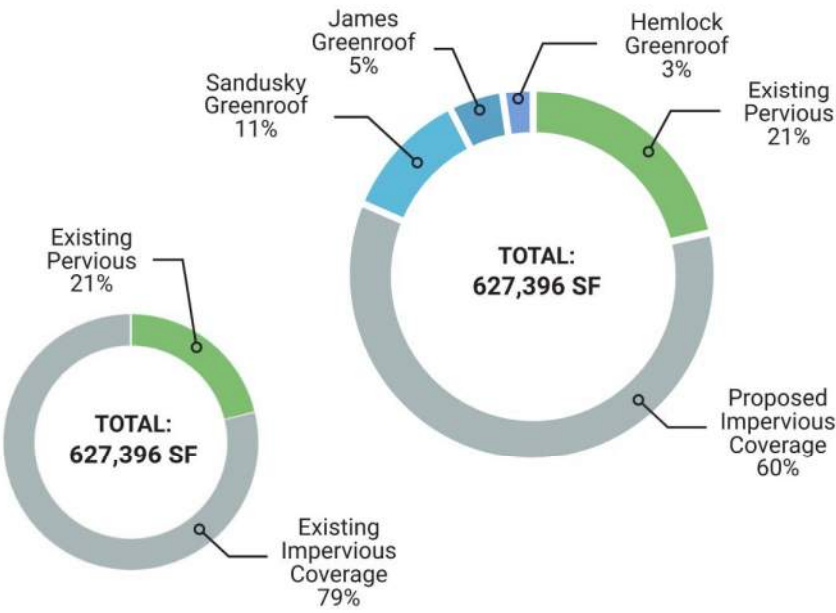




**Pervious and Impervious Impacts**

Although the ten-year development sites will increase in impervious coverage by +/- 9,700 s.f. on the hospital's campus, each one of these sites presents opportunities to create healthy and sustainable places. Future development should be balanced with adequate greenspace.

Most ten-year development sites are proposed on impervious areas. Future projects within these development sites should explore methods to reduce impervious surfaces while providing a high-quality user experience. Stormwater management must be incorporated into Best Management Practices (BMPs) and be a guiding force in the design process.



**DEVELOPMENT SITES OVERLAY - PERVIOUS & IMPERVIOUS**

- IMP Environmental Study Area
- Pervious Surfaces
- Impervious Surfaces
- 10-Year Development Sites
- 10-Year Landscape Development Areas



## [7.2] Environmental Protection

### Potential Streetscape Improvements

E North Ave is an important corridor for the Northside community and acts as the southern edge of the AGH campus. Streetscape improvements along E North Ave will be evaluated in conjunction with development projects, on a project-by-project basis.

Future improvements should enhance the safety and enjoyable experiences for pedestrians. Improvements along E North Ave may include: real-time transit information, pedestrian safety improvements, transit shelters, and lighting. AGH will work with the community to evaluate future improvements, incorporate best practices, and prioritize sidewalk and crosswalk safety.

### Real time Transit Info

With audible led signage displays information for routes can be accurately conveyed, integrate real time arrival and departure information, disclose important transit and hospital related information and feature route maps. Signage to comply with accessibility requirements. AGH is currently engaged in an effort to install real-time transit screens inside the Hospital lobby.

### Transit Shelters

The addition of open air shuttle shelters or covered seating along the East North Ave corridor will be evaluated to accommodate stops with high ridership. Potential shelters should be placed and designed with lighting and visibility to prioritize safety of riders waiting for transit. Shelters may integrate wayfinding information. Transit stops and

shelters are subject to DOMI and PRT review and approval.

### Pedestrian Safety

GH will evaluate options to eliminate confusions between different users of the streetscape, to allow for better transitions between shuttles or buses and the sidewalk and decreased backup behind shuttles. A potential option is use of curb cuts to better define the threshold between the sidewalk, street, and shuttle stop areas. Another option is to more clearly identify bike lanes, shuttle lanes, and crosswalks with paint or signage.

### Lighting Experience

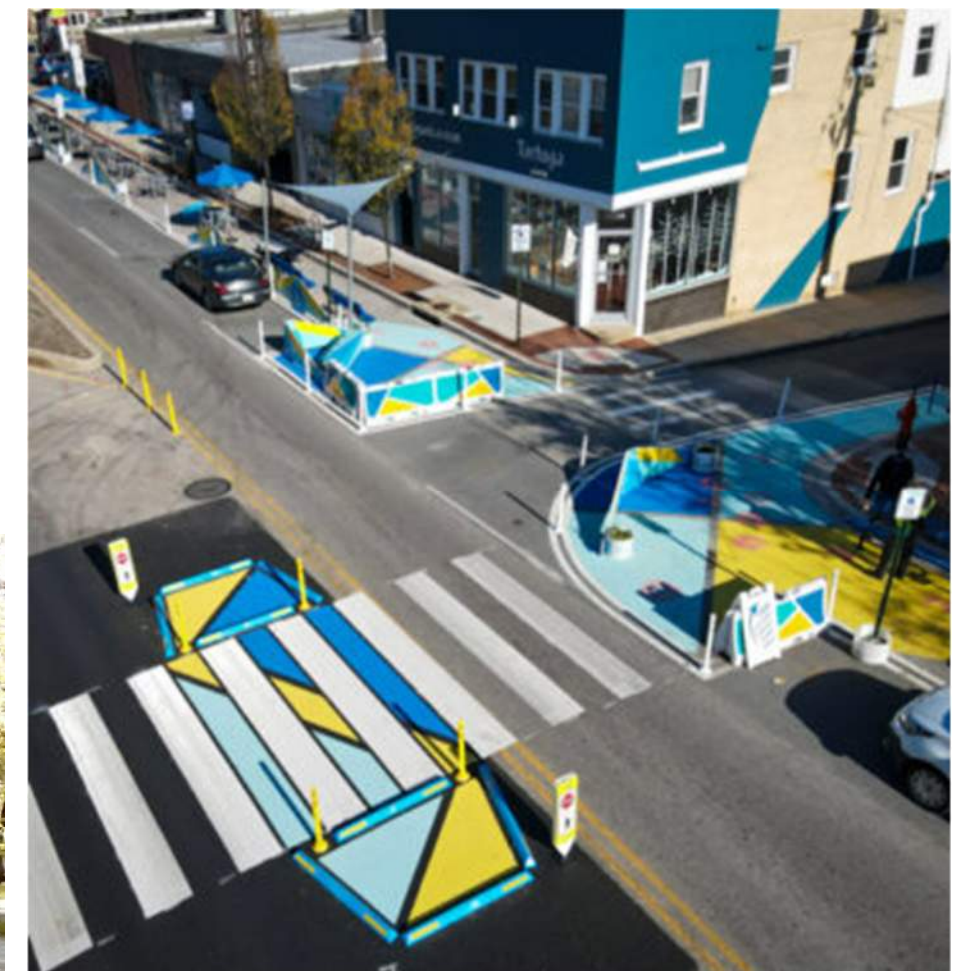
Street and pedestrian path lighting along the North Ave Corridor should be evaluated. Changes to lighting should promote safety at night, wayfinding, and interactive design elements.

### Crosswalk Safety

Opportunities for increased safety at pedestrian crossings should be evaluated. Crosswalk locations and enhancements should increase visibility as a tactic to create safer paths for pedestrians and increase driver awareness. Additions of color or graphic art may be considered.

### Sidewalk Strategy

Future sidewalk improvements should consider the integration of stormwater collection, additional plantings between the sidewalk and street, and the integration of shuttle stops at key locations along the North Ave. Corridor.





## [7.3] Campus Energy Planning

### [7.3.1] Energy Initiatives

AHN's Energy Management program seeks to improve energy utilization by targeting the systems that use the most energy (HVAC, Chiller) and the computers that monitor and control them (Automation).

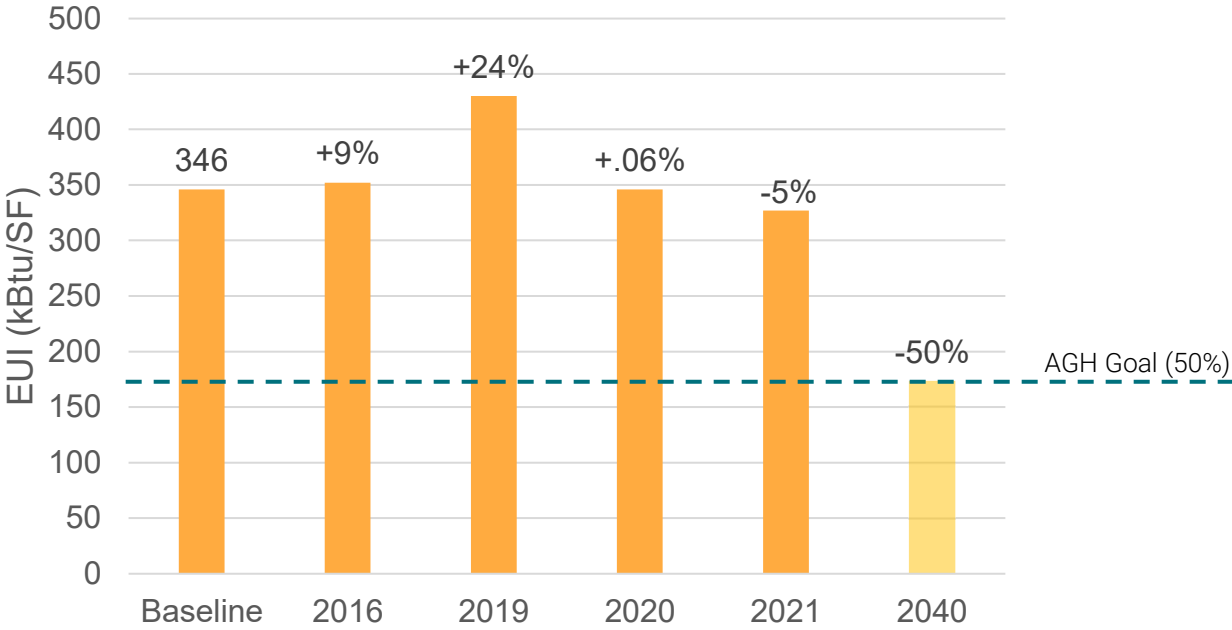
Several industry best practices are being considered in the areas of energy conservation, energy efficiency, and alternative/renewable energy for our existing buildings, major renovations and new construction projects. In 2018, AHN identified six areas to concentrate on improving performance across its facilities. These initiatives are aimed at reducing operations expenses (Opex).

AGH's goal is to reduce existing carbon emissions by 50% by 2030 in existing buildings and for new building and major renovations to be net zero carbon by 2040.

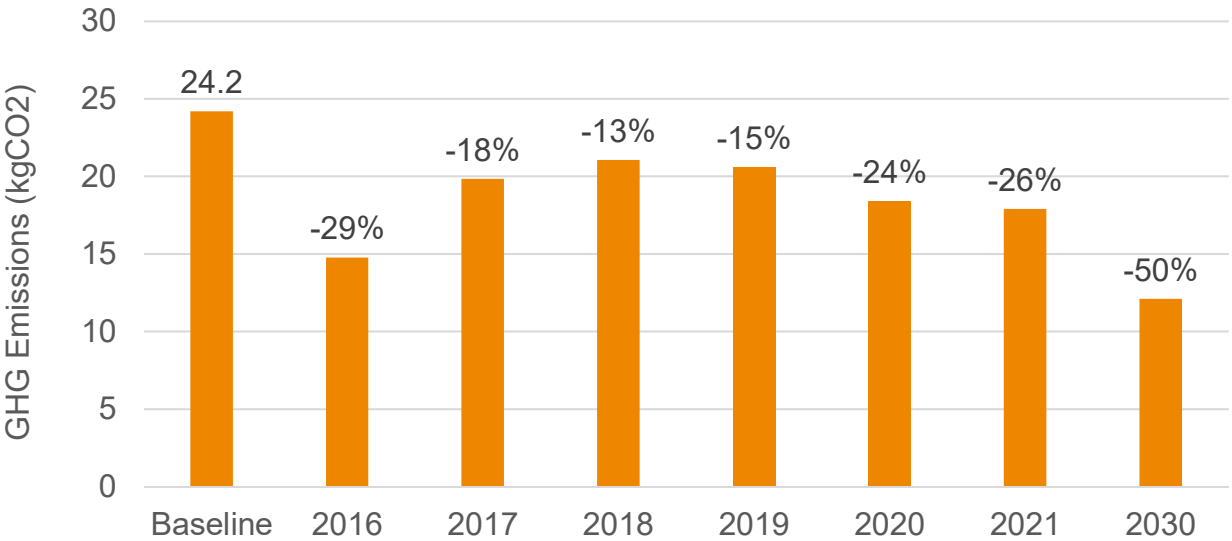
AGH aims to implement a continuous commissioning program to provide seamless monitoring of building systems to ensure optimal operations and performance.

Opex Initiative	Status	Dependencies / Outcomes
1.14 Energy Supply Procurement	On Track: 1800 accounts, Multiple contracts	Service, Contract spend / Energy saved
1.15 Demand Response	On Track: Implemented at AGH	Service, Revenue, Energy Saved
1.16 HVAC Retro-Commissioning	On Track: Implemented at AGH	# faults remedied, Energy Saved
1.17 Energy Use Optimization (Automation Modernization)	On Track: AHN IT reviewing hardware addition for CcX Proof of Concept	AHN IT approval, Energy Saved
1.18 Energy Savings Measures (Infrastructure as a Service)	On Track: Hexamodal LED Emergency Lighting Proof of Concept complete. Purchase and install LED lighting for all AHN-owned facilities.	Energy Saved
1.19 Waste Stream Efficiency	On Track: RR in place	Waste Reduced

AGH Energy Report



GHG Emissions (Scope 1 & 2)





[7.5] Green Buildings

Driven by its mission to create a remarkable health experience for all people, AHN is committed to advancing sustainable design by improving the performance and indoor environmental quality of its existing buildings.

[7.5.1] Green Building Practices

Standards/ Certifications

All proposed new buildings should be designed with consideration for LEEDv4.1 for Healthcare or New Construction, and other best practices for sustainable design for a tailored sustainable approach to the site and occupant needs.

Clean Construction

A construction activity pollution prevention plan that focuses on reducing pollution by controlling soil erosion, waterway sedimentation, airborne dust generation, hazardous material (asbestos, mercury, lead, PCBs, and mold) removal or encapsulation in existing buildings undergoing renovation should be implemented alongside enforcement of a construction indoor air quality management plan. All new construction and renovation projects should utilize construction waste management plans.

Building Envelope

New buildings should be designed to exceed the International Building Code (IBC) and International Energy Conservation Code (IECC) standards for building envelope systems, while still providing a pleasing aesthetic that compliments the campus as a whole.

Electricity and Lighting

New buildings should be designed to tie into the campus Building Automation System (BAS) to ensure efficient operation. All lighting will be LED lighting, and daylight automation will be used to the greatest extent practicable. Occupancy and timing controls will be considered where allowed by code.

Water Consumption and Quality

The AGH campus, due to its density, includes a significant amount of impervious surface. AGH aims to reduce its burden on the City water system by implementing measures to reduce and responsibly manage its consumption of potable and non-potable water resources.

Materials and Finishes

To minimize the impact of rapidly emitting VOCs on indoor air quality, where possible, newly applied adhesives, sealants, paints and coatings applied inside the building should meet all VOC emission thresholds recommended in the WELL Building standard v2 X06 VOC Restrictions and X05 Enhanced Materials Restrictions.

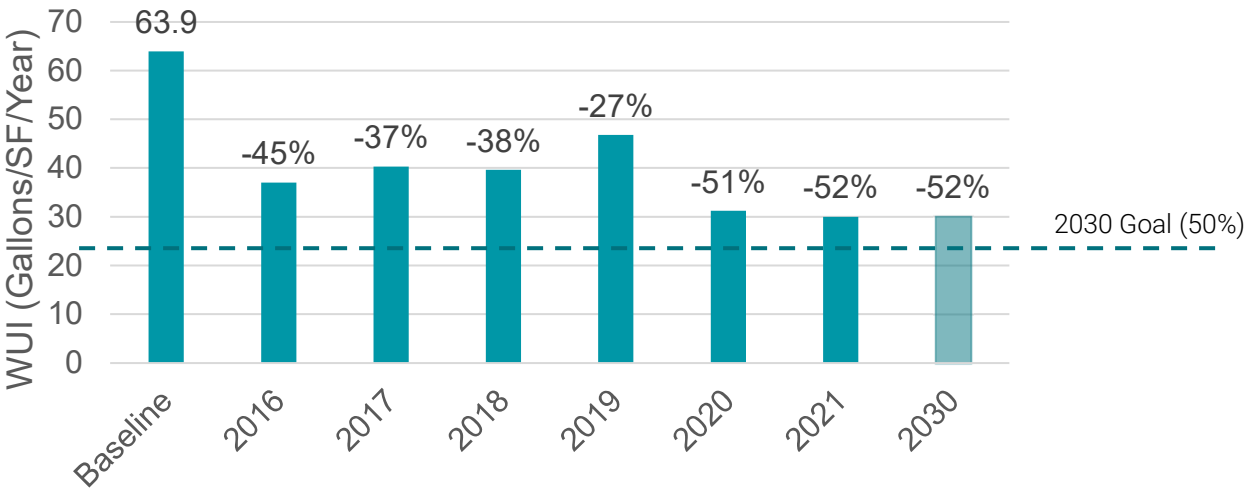
HVAC

Mechanical system design should reference ASHRAE Standard 90.1-2019 Appendix G Building Performance Rating Method. Energy modeling will be performed and used to help inform decision-making in conjunction with prescriptive solutions. New buildings should also set an EUI goal once the design team has been established.

Waste Management and Tracking

AGH is responsible for its waste from cradle to grave. In accordance with OSHA, EPA, Department of Health and Joint Commission guidelines, policies and procedures have been implemented to assure the health and safety of employees, staff, community, and the environment.

Water Use Intensity (WUI)

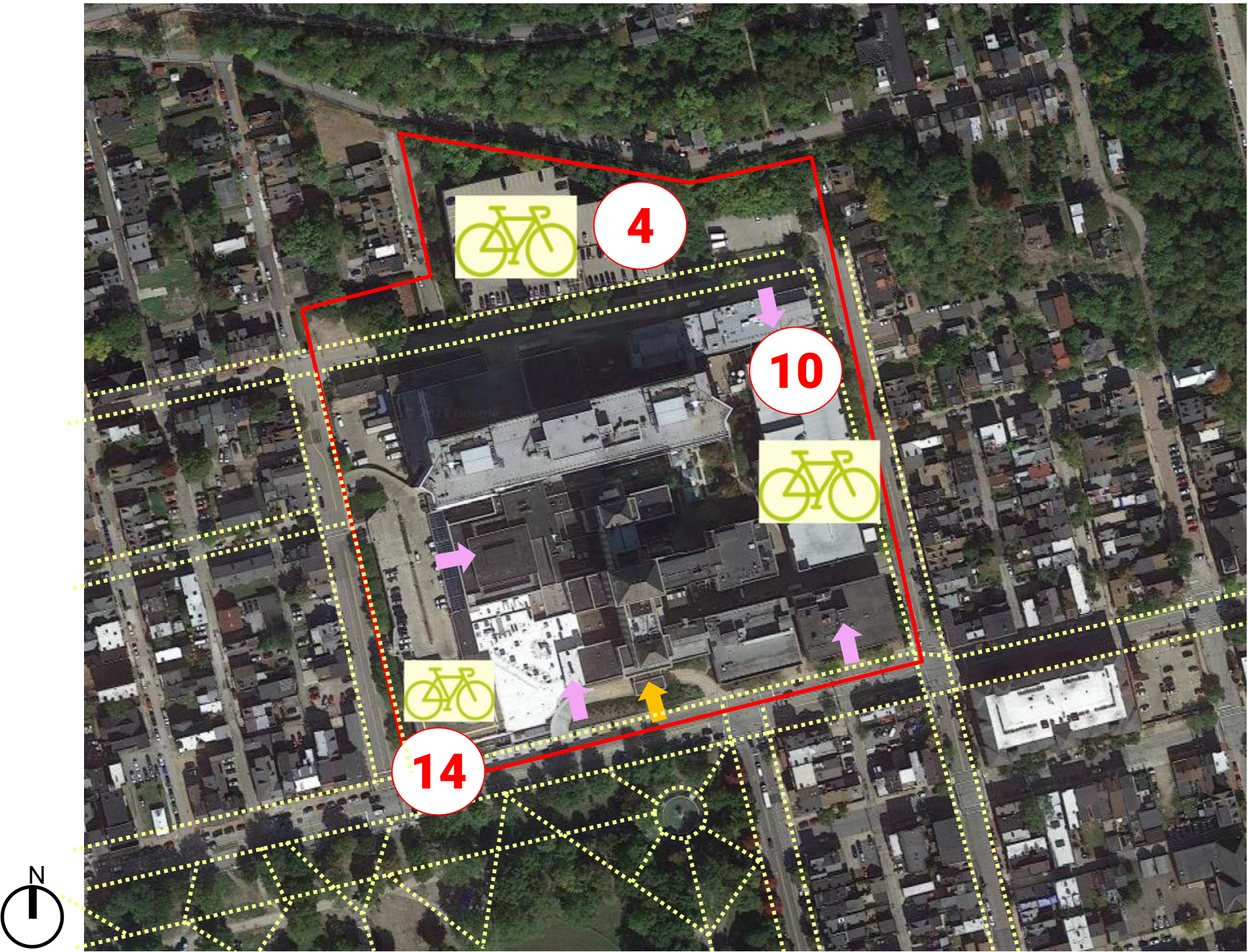


Municipal Waste	Paper Waste	Recyclable Waste	Regulated Medical Waste	Pharmaceutical Waste	Hazardous Waste	
<b>Regular Trash/ Clear Bag Waste</b> • GLASS • PLASTICS #3-7 • Food waste • Plastic wrap, foil, wrapping material • Plastic utensils • Straws & coffee stirrers • Styrofoam & cork • Tissues & paper towels • Alkaline batteries (AAA, AA, C, D) • Fluorescent light bulbs • Empty bedpans, urinals and basins • Diapers/pads • Empty Foley catheters and bags • Empty medication vials, (open, chems) • Ventilator tubing • If NO visible blood: • Endotracheal tubes and suction catheter • IV lines and bags • If NO visible blood or body fluid: • Gauze or dressings • Gloves, gowns, masks <b>NO LINEN in regular trash</b> Municipal Landfill Questions – contact ESS x	<b>All paper (HIPAA &amp; non-HIPAA)</b> NOTE: ALL PAPER WASTE IS CURRENTLY SHREDDED and should all go into locked HIPAA bins Protected Health Information (PHI): • Patient lists • Test results • Wrist bands • Any paper containing any of the following patient information: ➤ Name ➤ Address ➤ Doctor's Name ➤ Phone # ➤ Social Security # • White office paper • Colored paper • Newspapers • Magazines • Catalogs • Junk mail • Telephone books Shredded / Recycled Questions – contact ESS x	<b>Recycling</b> —NO GLASS— —NO PLASTICS #3-7— <b>PLASTIC</b> Only empty/clean containers labeled #1 AND #2 (in general think wide at the bottom, skinny at the top) • Beverage containers • Milk jugs • Cleaning agent containers (laundry soap, shampoo, etc.) <b>METAL</b> • Aluminum/food cans • Steel/fo-metal containers • Empty aerosol cans <b>PAPERBOARD</b> • Correl boxes, etc. <b>CLEAN CARDBOARD</b> COLLAPSE AND LEAVE NEAR TRASH BINS FOR ESS TO COLLECT • Non-greasy pizza boxes • Shipping boxes, etc. Recycled Questions – contact ESS x	<b>Red Bag</b> Blood/Body fluids covered by Standard Precautions include: • Blood, body fluids and tissue • Cerebrospinal fluid • Peritoneal & pericardial fluid • Semen & vaginal fluid • Saliva in dental procedures • Synovial & pleural fluid • Amniotic fluid If blood is visible, other fluids covered include: • Feces, urine, nasal secretions • Sputum, vomitus, sweat, tears <b>Red Bag materials:</b> • Blood bags, Sump tubes • Gauze or dressings, gloves, gowns, masks • Nonmedialysis tubing If visible blood: • Foley catheter/bags, • IV lines/bags, Catheters • (Leads, Hemo- or Wound-X)C, • Ejector suction canisters <b>When in doubt, if body fluids are present, place in a red bag</b> <b>NO LINEN in red bags</b> Autoclave or Incineration Municipal Landfill Questions – contact ESS x	<b>Sharps</b> • Empty Ampoules • Broken Glass • Intravenous Catheters • Lancets • Needles • Scalpels, Scissors • Specimen tubes, used/unused • Sutures • Empty syringes with or without attached needles and/or blood/body fluids <b>Pharmaceutical Waste should never be placed in this sharps container</b> Autoclave or Incineration Municipal Landfill Questions – contact ESS x	<b>Toxic Chemical Waste</b> <b>Chemotherapy Wastes (empty or trace):</b> • Syringes • Needles • IV bags and tubing Materials soiled by chemotherapy patients within 48 hours of being administered chemotherapy medications, i.e.: • Linens • Diapers • Gowns Low Temperature Incinerator Municipal Landfill Questions – contact ESS x	<b>Pharmaceutical Waste</b> Corrosive, Ignitable, Reactive, Toxic • <b>Pharmaceutical Waste:</b> Black Sharps Container Partial syringes with or without needle and partial glass ampoules Black Container Hazardous (compatible, non-flammable) Cactus Hazardous (incompatible, flammable; i.e. coumadin, rocuronium patches) High Temperature Incinerator Municipal Landfill Questions – contact ESS x <b>CHEMICALS:</b> Go to AHN Central, click on Incident management then click on SOS online for handling, storage and emergency information. Know your nearest spill kit and how to use it! <b>HANDLED BY PLANT OPERATIONS and Clinical Engineering:</b> • Oil based paint • Non-Alkaline Batteries (lead, acid, nickel cadmium, lithium, rechargeable – any batteries that are NOT AAA, AA, C, D) All Non-Alkaline Batteries are recycled Questions – contact Plant Operations x <b>HANDLED BY HIS:</b> Electronics: • Computers • Computer monitors • Printers Questions – HIS x



Existing Open Space and Pedestrian Circulation

The campus is accessible to pedestrians primarily from E North Ave and Sandusky St, with one pedestrian entrance located off of Hemlock St. There are numerous sidewalks that link AGH to the North Side community. Protected crosswalks are primarily located at E North Ave.



Legend:

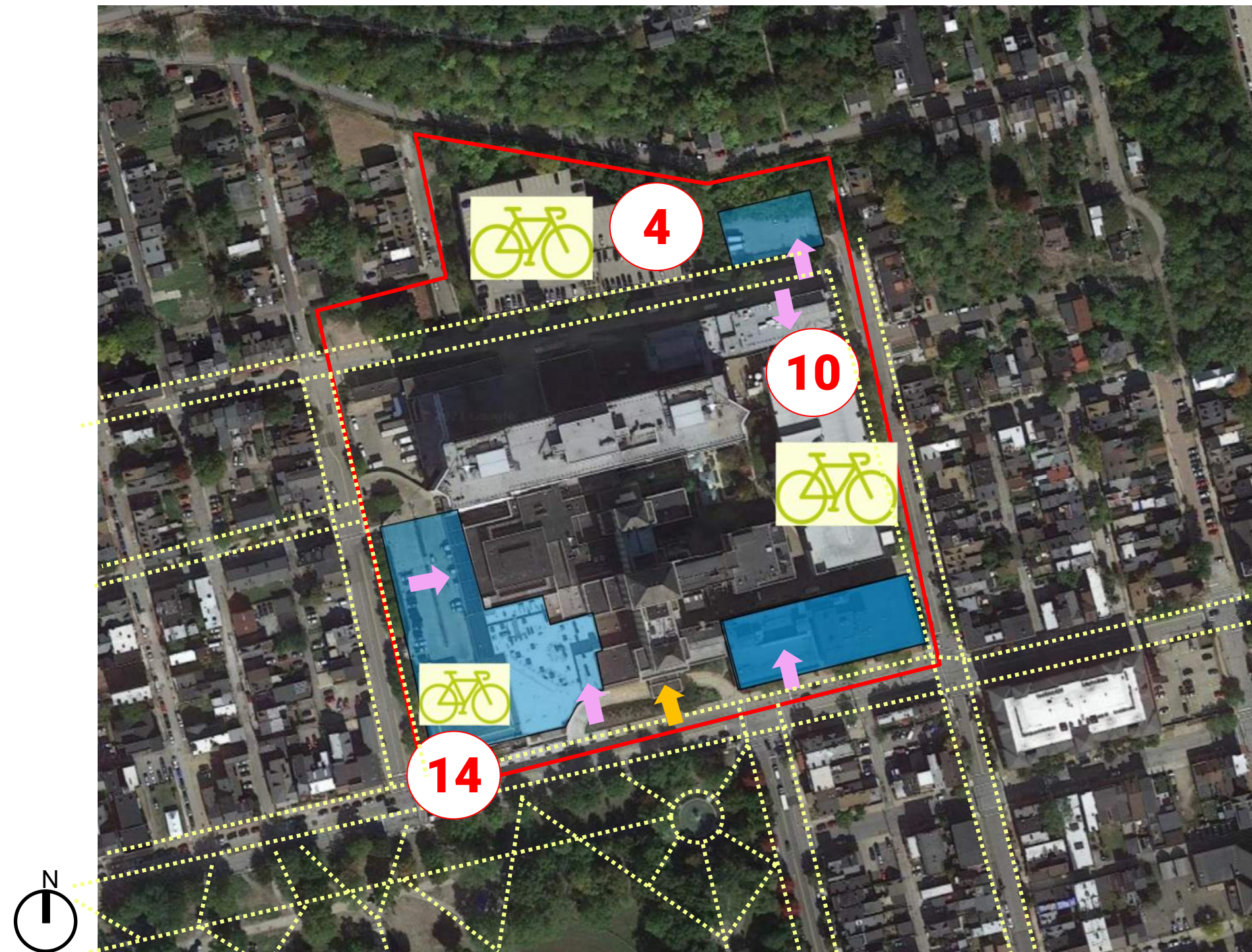
- EMI Footprint
- Pedestrian Circulation
- Accessible Public Entrance
- Employee Entrance
- Bike Parking
- # Number of Bike Parking Spaces



## Proposed Open Space and Pedestrian Circulation

The proposed plan preserves the pedestrian entrances at E North Ave to the South Tower and Cancer Center, the Sandusky St entrance to the Emergency Department, and the Hemlock St entrance to the Hemlock Building.

The entrance near the corner of E North Ave and James Street would be relocated for the replacement building. Locating the entrance closer to existing bus stops and pedestrian crosswalks would improve access for those arriving by foot or by bus. A new pedestrian entrance would be added at Hemlock St for the new Hemlock Development.



### Legend:

- EMI Footprint
- 10-Year Development Sites
- 10-Year Plan Design Scenarios
- Pedestrian Circulation
- ➔ Accessible Public Entrance
- ➔ Employee Entrance
- 🚲 Bike Parking
- # Number of Bike Parking Spaces





## Place Making / Landmark

### Purpose

The purpose of placemaking is to increase community engagement by improving the public experience on the campus, enhance pedestrian corridors, and educate the public about hospital activities. Being the most public and iconic face of the EMI district. Future development projects should consider placemaking strategies along East North Avenue. Placemaking strategies and potential streetscape improvements should prioritize increased safety, visibility, and refuge for those using the Hospital and those enjoying the neighborhood. Placemaking options include: shared history, urban furniture, and public art.

### Shared History

Potential placemaking improvements should share the

narrative for how AGH has played an important part in the neighborhood and city for over 100 years. Consider signage that illustrates historical significance and connection to neighborhood.

### Urban furniture

New seating should be visible and integrated with the streetscape and should be designed for the benefit of employees, hospital users, and riders waiting for buses. Lighting and visual connection to the street should reinforce safety.

### Public Art

Possible public art should connect this zone with the existing murals and public art present in the adjacent Deutschtown and Central North Side neighborhoods and parks. Art also should engage hospital users by adding desirable exterior spaces and amenities.



Design precedent images for example only





# Neighborhood Enhancement Strategy

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# [8.1] Neighborhood Protection Strategy

**ZONING CODE REFERENCE**  
905.03.d.4 (k) Neighborhood Protection Strategy

The Institutional Master Plan shall identify standards and programs that will be put in place to ensure that the quality of the surrounding neighborhoods is maintained or enhanced.

## [8.1.1] Ongoing Community Program Partnerships

- North Side Partnership Agreement
- North Side Community Newspaper Printing
- Highmark Health Summer

## Workforce Development Programs and Initiatives

Allegheny General Hospital, either as a campus or with AHN, directly sponsors a variety of workforce development initiatives that benefit North Side residents and emphasize diversity.

- White Coats for Diverse Allied Health Professionals
- Nazareth Prep Student Internship Program
- Triumphs Minority Residency Mentoring Program
- Pittsburgh Public Schools - SOS Program for Students with Exceptionalities
- Pittsburgh Public Schools - Clinical Engineering Shadow Program
- Summer Learn and Earn
- NorthsideWorks!

## [8.1.2] Annual Special Community Events

- Career Exploration and Work Experience Program
- North Side Children’s Christmas Party
- AGH Employee Christmas Party for MLK School
- Women’s Center and Shelter

## [8.1.3] Community Sponsorships

- North Side Chamber of Commerce
- Light of Life Ministries Programs and Events
- Fineview Citizens Corporation

## [8.1.4] Community Health Needs Assessment

The Patient Protection and Affordable Care Act (PPACA), which went into effect on March 23, 2010, requires tax-exempt hospitals to conduct community health needs assessments (CHNA) every three years, and to adopt an implementation strategy plan to improve the health and wellbeing of residents within the communities served by the hospitals. These strategies created by hospitals and institutions consist of programs, activities, and plans specifically targeted toward community populations. The most recent CHNA was conducted in 2021 by Tripp Umbach for each AHN hospital facility.

## [8.1.5] Neighborhood Health Programs

### Overview

AGH runs multiple programs with the goal of improving neighborhood health and wellness. These programs are ongoing.

### Mobile Health Clinics

AGH runs mobile vaccine and/or screening clinics in the following neighborhoods and locations:

- North View Heights
- Allegheny Dwellings
- Allegheny Commons
- Manchester
- Children’s Museum
- Barber Shop Clinic’s – Dave’s Barber Shop
- Allen Place – Senior clinic
- Brighton Heights – 2 clinics at senior high rises and 1 at the Healthy Living Center
- North Side Farmer’s Market - Partnership with North Side Christian Health Center and Highmark Whole Care to provide vaccines, HIV and Hepatitis C testing, nutrition counseling.





## [8.2] Public Engagement Summary

### [8.2.1] Public Engagement Summary

As part of the IMP process, community groups will be engaged on issues related to the helipad relocation, planned new towers, traffic and parking impact, and the comprehensive plan. The following community groups were engaged:

- December 14, 2021: Pre-Application Meeting
- January 12, 2022: TIS Scoping Meeting
- January 25, 2022: Fineview and Perry Hilltop Community Meeting
- February 2, 2022: Northside Leadership Conference Community Meeting
- March 8, 2022: East Allegheny Community Meeting
- March 14, 2022: Allegheny Central Community Meeting
- April 6, 2022: Northside Leadership Conference Community Meeting
- April 7, 2022: Performance Target Review Meeting #1
- June 14, 2022: Fineview and Perry Hilltop Board Meeting
- June 15, 2022: Performance Target Review Meeting #2
- June 20, 2022: Fineview and Perry Hilltop Community Meeting
- July 6, 2022: Community Open House
- August 3, 2022: Northside Leadership Conference Board Meeting
- September 13, 2022: Performance Target Review Meeting #3
- It is anticipated that this IMP will be valid through 2032.

#### Groups Engaged:

- North Side Leadership Conference
- Allegheny Central City Association
- East Allegheny Citizens Council
- Fineview Citizens Council
- Perry Hilltop Citizens Council







# 9

## Appendices

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[9.1] Supplemental Information: Zoning Code Reference

<b>1.1</b> 905.03.D.4 (b) Mission and Objectives:	The Institutional Master Plan shall include a statement that defines the organizational mission and objectives of the institution and description of how all development contemplated or defined by the institutional Master Plan advances the goals and objectives of the institution.	<b>5.1</b> 905.03.D.4 (e) Ten-Year Development Envelope:	The Institutional Master Plan shall include a description of the envelope within which development will occur in a ten-year time frame. The development envelope is the maximum amount of development proposed by an institution, which can be supported through impact studies. The intent of this provision is to provide the institution with flexibility regarding the future development potential of its campus, while addressing the potential impacts of that development on the surrounding neighborhoods.  The development envelope shall include the following;  <ol style="list-style-type: none"><li>1. Location of each potential development site;</li><li>2. Maximum Floor Area of structures for each potential development site;</li><li>3. Total Maximum Floor Area for Institutional Master Plan structures;</li><li>4. Height of possible structures;</li><li>5. Required setbacks on each parcel;</li><li>6. Other factors which may affect the size and form of buildings; and</li><li>7. Total number and location of parking spaces which will occur within a ten-year period.</li></ol>	<b>7.2</b> 905.03.D.4 (h) Environmental Protection Plan	The Institutional Master Plan shall identify all sensitive environmental resources within the Institutional Master Plan area, as well as any view corridors that traverse the Institutional Master Plan area. The Institutional Master Plan shall identify Environmental Overlay Districts that affect the Institutional Master Plan area and shall include reports on those conditions as required in Chapter 906. The Institutional Master Plan shall identify areas of the Institutional Master Plan area which may be subject to the Environmental Performance Standards of Chapter 915. The plan shall identify the measures that will be used to mitigate impacts for each of these conditions.
<b>2.1</b> 905.03.D.3 Institutional Master Planning Area	An Institutional Master Plan shall illustrate and identify the current land use of all the area within the EMI District, contiguous properties, and properties within one thousand (1,000) feet of the EMI District which are under the control of the institution.			<b>7.4</b> 905.03.d.4 (e)(8) Proposed Stormwater Management Strategies	Proposed stormwater management strategy including the type and location of stormwater best management practices and stormwater volume control offsets planned in relation to future development.
<b>2.2</b> 905.03.D.4 (c) Existing Property and Uses	The IMP shall include a description of land, buildings, and other structures owned or occupied by the institution as of the date of submission of the IMP. The following information shall be required: (1) Illustrative site plans showing the footprints of each building and structure, together with roads, sidewalks, parking, landscape features and other significant site improvements; (2) Land and building uses; (3) Gross floor area in square feet; (4) Building height in stories and feet; and (5) A description of off-street parking and loading areas and facilities, including a statement of the approximate number of parking spaces in each area or facility.	<b>5.3</b> 905.03.D.4 (j) Urban Design Guidelines:	The Institutional Master Plan shall include design guidelines and objectives for new and renovated buildings and structures to assure their compatibility with supporting neighborhoods and districts and to minimize potential adverse impacts on historic structures and historic districts. Urban design guidelines shall include listings of appropriate materials, height, bulk, massing, and colors that will be used to guide the course of proposed and future development.	<b>8.1</b> 905.03.d.4 (k) Neighborhood Protection Strategy	The Institutional Master Plan shall identify standards and programs that will be put in place to ensure that the quality of the surrounding neighborhoods is maintained or enhanced.
<b>3.1</b> 905.03.D.4 (c) Needs of the Institution:	The Institutional Master Plan shall include a summary and projection of the institution’s current and future needs for the following facilities: Academic; Service; Research; Office; Housing; Patient care; Public assembly; Parking; and Other facilities related to the institutional use.	<b>6.1</b> 905.03.D.4 (g) Transportation Management Plan	The Institutional Master Plan shall include a transportation and parking management plan, based on the results of the transportation study that identifies any traffic mitigation measures to be employed.		
<b>3.1</b> 905.03.D.4 (b) Mission and Objectives:	The statement should describe the population to be served by the institution, and any projected changes in the size or composition of that population.				
<b>4.1</b> 905.03.D.4 (f) Twenty-five Year Development Sites	The IMP shall include written and graphic materials identifying future development sites in addition to those noted in the Ten-Year Development Envelope. This information shall include, at a minimum, the size and location of each parcel which may be developed within a twenty-five year period.				



[9.2] Neighborhood Impact

Overview

The following concerns were raised during the community engagement process. AGH’s plan to address these concerns is in the right column.

Community Comment/Concern	AGH Response
Concerns regarding expansion of the AGH footprint into the Northside community	The IMP contains development within the existing AGH EMI campus, and the EMI district boundaries are not changing.
Concerns related to the current helipad location and noise	The helipad’s temporary relocation will move the pad inwards into campus, further away from residential areas, and should not negatively impact the surrounding neighborhood.
Concerns regarding the height of potential new construction projects	The proposed heights are below the height of the existing South Tower and comply with the City requirements across from residential zones, and AGH is not seeking variances from this requirement.
Complaints regarding employees and visitors parking in the residential area	AGH advises employees not to park in residential areas and provides on-campus parking and shuttles to off-campus parking. AGH has and will continue to notify employees of City restrictions on parking in residential areas.
Complaint regarding litter near the AGH campus edge	AGH will do its part to keep the campus clean